THE NATIONAL BATTLEFIELDS COMMISSION

2012-2013

Report on Plans and Priorities

THE HONOURABLE JAMES MOORE, P.C., M.P.
MINISTER OF CANADIAN HERITAGE AND
OFFICIAL LANGUAGES

Table of Contents

Minister's Message 1

Section I: Organizational Overview 2

Raison d'être and Responsibilities 2
Strategic Outcome and Program Activity Architecture (PAA) 3
Organizational Priorities 4
Risk Analysis 6
Planning Summary 8
Expenditure Profile 10
Estimates by Vote 10

Section II: Analysis of Program Activities by Strategic Outcome 11

Strategic Outcome 11
Program Activity: Conservation and Development 11
Planning Highlights 12
Program Activity: Public Education and Services 13
Planning Highlights 13
Program Activity: Internal Services 14
Planning Highlights 14

Section III: Supplementary Information 15

Financial Highlights 15
Future-Oriented Financial Statements 15
List of Supplementary Information Tables 16

Section IV: Other Items of Interest 17

Organizational Contact Information 17

Year after year, Canadian Heritage portfolio organizations pursue Government of Canada objectives to allow Canadians to discover the richness of their culture and their heritage. As Minister of Canadian Heritage and Official Languages, I am pleased to present the 2012-13 *Report on Plans and Priorities* prepared by the National Battlefields Commission.

This year, the National Battlefields Commission will move forward with its efforts regarding conservation, development and public services at Battlefields Park. In addition to its everyday operations, it will focus on repairs to infrastructure and on actions that will allow long-term savings. The Commission will also concentrate its efforts on projects related to the transmission of knowledge about the park's history.

As indicated in this report, in 2012-13, the National Battlefields Commission will continue to take concrete measures to promote our arts, culture, and heritage. In so doing, it will help improve the quality of life of Canadians, while contributing to Canada's social, cultural, and economic vitality.

The original version was signed by
The Honourable James Moore, P.C., M.P.

Section I – Organizational Overview

Raison d'être

The National Battlefields Commission (NBC), as manager of Battlefields Park, enables Canadians to enjoy the first national historic park in Canada and one of the most prestigious urban parks in the world.

Responsibilities

The NBC is responsible for the administration, management, conservation and promotion of National Battlefields Park (located in the city of Québec) and manages funds allocated for this purpose.

The NBC takes its mandate from the *Act respecting the National Battlefields at Québec*, 7-8 Edward VII, c. 57, passed on March 17, 1908, and its amendments. It reports to Parliament through the Minister of Canadian Heritage and Official Languages. It is administered by a nine-member Board of Directors. Seven members are appointed by the Governor in Council and the NBC's enabling legislation authorizes the provinces of Quebec and Ontario to each appoint a member in recognition of their contribution at the time of the creation of the Commission.

The Board of Directors decides on general orientations aiming at the achievement of the strategic outcomes to make the Battlefields Park in Québec a prestigious, natural, accessible, safe and educational historic and urban site and is responsible for general oversight of the Park's operations.

The Secretary, who acts as Director General, is appointed by the Governor in Council and is responsible for implementation of policy and for day-to-day management of all NBC operations. He therefore strives for attainment of both strategic outcomes and program targets.

The grounds of the NBC constitute one of the most important historic sites in Canada. Commonly called the Plains of Abraham, the site is the largest urban park in Québec and ranks among the prestigious parks in the world. The NBC must thus reconcile the Plains of Abraham's historic significance with its mission as an urban park. The NBC must preserve this historic Canadian legacy for future generations and develop it so that the public fully benefits from these treasures and Canadians learn more about the major events in Canadian history associated with this important site.

Strategic Outcome

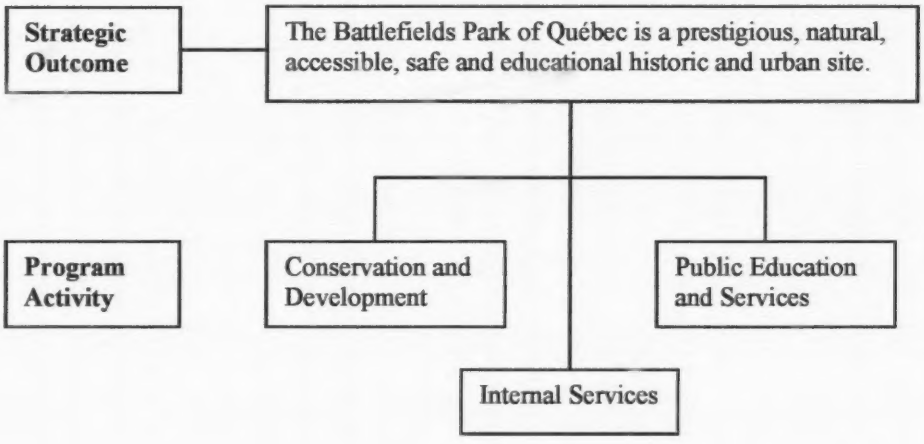
The NBC works to achieve the following strategic outcome:

The Battlefields Park of Québec is a prestigious, natural, accessible, safe and educational historic and urban site.

The Strategic Outcome was modified by adding the word « natural », since this is a very important aspect for Battlefields Park and more accurately reflects the Park's preservation mission. The Strategic Outcome as amended was approved by the Secretary of Treasury Board, effective as of the 2012-13 fiscal year.

Its role is to make Battlefields Park a prestigious national site, maintain its historic integrity and ensure that its urban mission receives equal consideration, allow for its safe use, and provide activities and relevant services in line with historic, cultural, recreational and natural aspects.

Program Activity Architecture (PAA)


Strategic Outcome
The Battlefields Park of Québec is a prestigious, natural, accessible, safe and educational historic and urban site.
Program Activity
Conservation and Development
Public Education and Services
Internal Services

Organizational Priorities

Priority	Type	Strategic Outcome and/or Program Activity
Ensure first-rate general maintenance and carry out certain infrastructure repairs	Permanent	This priority is in line with the "Conservation and Development" program activity.

Description

Why is this a priority?
To meet certain objectives of the Strategic Outcome, namely for a prestigious, natural, accessible and safe historic and urban park, the NBC must provide for Park users' safety and ensure site conservation.

Plans for meeting the priority
The NBC will continue to do general maintenance of its grounds and will make repairs to infrastructure. In addition to ongoing operations, the NBC plans to carry out maintenance on infrastructure that requires work on a regular or as-needed basis (e.g. the major events site, pavement repairs and cleaning operations on the cliff).

Priority	Type	Strategic Outcome and/or Program Activity
Provide a healthy environment by adopting sustainable development principles	Permanent	This priority is in line with the "Conservation and Development" program activity.

Description

Why is this a priority?
To ensure that this unique, natural site is preserved for future generations, the NBC must carry out green development work to protect the natural environment and the health of Canadians.

Plans for meeting the priority
The NBC will continue to implement its sustainable development action plan by involving managers, staff and Park users, as well as by addressing the associated environmental and management issues. The work will include, in particular, replacing the Park's lamppost light bulbs with more energy-efficient ones and significantly increasing the number of recycling bins in the Park in order to collect waste more selectively.

Priority	Type	Strategic Outcome and/or Program Activity
Offer quality services related to the park's educational, sociocultural and natural aspects	Permanent	This priority is in line with the "Public Education and Services" program activity.

Description

Why is this a priority?
Since Battlefields Park is a large, urban, historic site in the heart of a city, the NBC must offer various services to the public, in particular exhibitions, interpretive activities, facilities and services that encourage relaxation and sports, and it must ensure the quality of these services while taking into account users' and visitors' needs and expectations. The above will allow the NBC to achieve the Strategic Outcome and fulfil its mandate.

Plans for meeting the priority
The NBC will continue to provide services, such as exhibits and permanent interpretive activities such as the Odyssey, and educational activity program; it will renovate the Martello Tower 1 exhibition to make it technologically innovative.

The NBC will continue to present shows at the Edwin-Bélanger Bandstand, in particular by presenting world music and opportunities for new artists.

The public activities organized will contribute to demonstrating the organization's dynamism. Examples include the Great Celebration of Nature and the Halloween activities, both associated with the history of the Plains and the Snowshoer's Walk.

Priority	Type	Strategic Outcome and/or Program Activity
Provide information about the park's history and the historical events connected with it	Previously committed	This priority is in line with "Public Education and Services" program activity

Description

Why is this a priority?
Since Battlefields Park is a Canadian historic park and a site of primary importance to the country, raising awareness of the Park's history and the historic events associated with it are vital parts of the NBC's mandate.

Plans for meeting the priority
The NBC will plan a historical public activity associated with the end of construction of the Martello Towers in 1812 and the beginning of their occupation. It will complete the Blockhouse development, begin to develop the Dumont Mill site in Des Braves Park and publish an information leaflet about the Martello Towers and the Blockhouse.

Priority	Type	Strategic Outcome and/or Program Activity
Sustain a balance between the historical mission and the urban mission, between accessibility, preservation and development.	New	This priority is in line with "Conservation and Development" program activity

Description

Why is this a priority?
To achieve its Strategic Outcome, the NBC must balance maintaining the park's historical integrity with carrying out its urban mission. The NBC must manage the increased pressure from the appropriation of certain spaces managed by the NBC, and the increasing requests to use the area to hold activities.

Plans for meeting the priority
The NBC will review its policies to update them and provide itself with better-defined guidelines to ensure the essential balance between its historical mission and its urban mission, as well as between accessibility, preservation and development of the park.

Risk Analysis

Every year, the NBC is faced with certain risks that can affect its plans and priorities, as well as achievement of the Strategic Outcome of "The Battlefields Park of Québec as a prestigious, natural, accessible, safe and educational historic and urban site."

Over the coming year, the NBC will carry out internal organizational changes because of departures while pursuing its mandate and ensuring sound management of this very busy park in the heart of Québec city.

The balance between the Park's historical mission and its urban mission is an important issue for the NBC, and is associated with accessibility, preservation and development of the Park. In the context of external pressures regarding the use of the site, the NBC will have to review its site use policy over the coming year and establish clear conditions adapted to the current situation. Any future position on activities may upset a portion of the public.

The NBC will focus on meeting revenue objectives that are essential to maintaining ongoing conservation, development and public services operations.

However, poor weather or economic conditions may lead to reduced visits to the Park and reduced participation in interpretive activities offered by the NBC, which could prevent the Commission from meeting its revenue objectives and from carrying out certain conservation and development projects.

The NBC annually plans for rebuilding and improvement work in the Park to ensure it is safe for users, all the buildings are preserved and development activities are carried out.

Since over 4 million people visit the Park per year, accidents and lawsuits are possible despite the prevention activities of the security service (patrolling the park in its entirety, awareness and signage). To avoid these risks, conservation of Battlefields Park will be carried out via general maintenance and certain infrastructure rebuilding activities, as set out in the long-term investment plan. The NBC will ensure that its budget is carefully monitored to stay within estimated project costs; however, if costs are higher, the Commission will review its priorities to meet its budget and will postpone certain less urgent work.

The most significant risks include the NBC's decision on whether to open Gilmour Hill during winter. While the NBC takes all precautions required and analyzes all of the impacts, this controversial issue could upset a portion of the public. The NBC plans to properly explain its decision and the effects of this decision. In the event that the NBC decides to open the Hill in the winter, it will take all necessary precautions to prevent the associated costs from unbalancing its maintenance budget.

Moreover, further to the horizontal audit by the Auditor General's Office of the basic financial controls, the NBC must make a few adjustments in how it operates, and prepare a manual of procedures to comply with guidelines and facilitate consultation.

Planning Summary

Financial Resources ($ thousands)

2012-13	2013-14	2014-15
9,244	9,244	9,244

The Financial Resources table presents the NBC's total financial resources (total planned spending) over the next three fiscal years.

Human Resources (Full-time Equivalent – FTE)

2012-13	2013-14	2014-15
60	60	60

The Human Resources table presents the NBC's total planned human resources over the next three fiscal years.

Strategic Outcome: The Battlefields Park of Québec is a prestigious, natural, accessible, safe and educational historic and urban site.	
Performance Indicators	**Targets**
General state and integrity of the park and its facilities	Maintain the general state of the park, make improvements to infrastructure each year and continue to implement the sustainable development action plan.
The quality level of public and educational services	Maintain and improve the level of quality of services and of the dissemination of the park's history (in-house surveys).

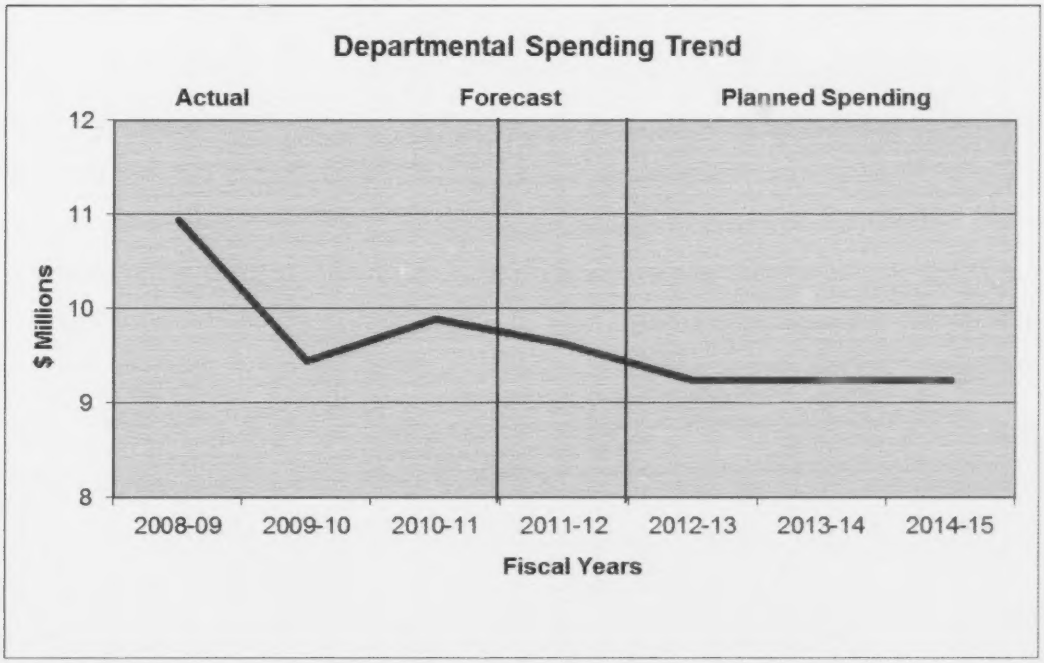
Planning Summary table

Program Activities ($ thousands)	Forecast Spending 2011-12	Planned Spending ($ thousands)			Alignment to Government of Canada Outcomes
		2012-13	2013-14	2014-15	
Conservation and Development	2,424	2,377	2,377	2,377	A vibrant Canadian culture and heritage
Public Education and Services	922	986	986	986	A vibrant Canadian culture and heritage
Total Planned Spending		**3,363**	**3,363**	**3,363**	

Planning Summary table

Program Activities ($ thousands)	Forecast Spending 2011-12	Planned Spending		
		2012-13	2013-14	2014-15
Internal Services	6,282	5,881	5,881	5,881
Total Planned Spending		**5,881**	**5,881**	**5,881**

Expenditure Profile



The fluctuation can be explained as follows:

- In 2008-09, supplementary funding was obtained to organize activities as part of the NBC's 100th anniversary.
- In 2009-10 and in 2010-11, a funding carry-over was approved for the relocation and renovation of the Commission's administrative offices and an operating budget carry-over was transferred.
- In 2011-12, no supplementary funding or funding carry-overs for the relocation were granted; however, a funding carry-over from the previous year was included.
- In 2012-13 and subsequent years, no supplementary funding is anticipated or funding carry-overs are anticipated.

Estimates by Vote

For information on our organizational votes and/or statutory expenditures, please see the 2012–13 Main Estimates publication. An electronic version of the Main Estimates is available at http://www.tbs-sct.gc.ca/est-pre/20112012/me-bpd/toc-tdm-eng.asp.

SECTION II: Analysis of Program Activities by Strategic Outcome

Strategic Outcome:

The Battlefields Park of Québec is a prestigious, natural, accessible, safe and educational historic and urban site.

The role of the NBC is to make Battlefields Park a prestigious national site, maintain its historic integrity and ensure that its urban mission receives equal consideration, allow for its safe use, and provide activities and relevant services in line with historic, cultural, recreational and natural aspects.

This section presents the NBC's program activities, expected results, performance indicators and related objectives. It also set outs the financial and human resources that will be allocated to each program activity. Two program activities support the strategic outcome: "Conservation and Development" and "Public Education and Services".

Program Activity Description: Conservation and Development

Through this activity, the NBC preserves the integrity of Battlefields Park for future generations by maintaining and improving, when required, infrastructure, landscaping and horticulture, and offering a safe site for Canadians and foreign users and visitors.

Financial Resources ($ thousands)

2012-13	2013-14	2014-15
2,377	2,377	2,377

Human Resources (Full-time Equivalent – FTE)

2012-13	2013-14	2014-15
23	23	23

Program Activity Expected Result	Performance Indicator	Target
Improve park infrastructure to ensure its long-term preservation and maintain facilities in good condition.	Satisfactory general condition, quality facilities and integrity of the grounds.	Maintain general condition of the park, make infrastructure repairs each year and implement the sustainable development action plan (80% users satisfaction – online survey).

Planning Highlights:

To preserve the Park over the long term and keep its facilities safe and in good condition, the NBC plans to take the following steps:

- Carry out infrastructure repairs, in particular repaving certain areas and cleaning the cliff;
- Redevelop certain areas to minimize long-term maintenance;
- Implement its sustainable development action plan by involving managers, staff and Park users. The NBC plans to replace the Park's lamppost light bulbs with more energy-efficient ones and increase the number of recycling bins in the Park in order to collect waste more selectively.

If the NBC decides to allow Gilmour Hill to open for winter, major work will need to be carried out before the opening if funding for this work has been secured.

Program Activity Description: Public Education and Services

The purpose of this program activity is to showcase the history of the site and its sociocultural, recreational and natural aspects so as to emphasize its dual role as a historic and an urban park. In support of this activity, the NBC welcomes visitors, presents exhibits and educational activities and provides high-quality public services.

Financial Resources ($ thousands)

2012-13	2013-14	2014-15
986	986	986

Human Resources (Full-time Equivalent – FTE)

2012-13	2013-14	2014-15
17	17	17

Program Activity Expected Result	Performance Indicator	Target
Promote the history of Canada's first national historic park and its cultural, recreational and natural aspects.	The quality of public and educational services; client satisfaction and number of users of public and educational services.	Maintain and improve the quality of services (80% user satisfaction – in-house survey). Number of user expected: increase 1% (in-house survey). Dissemination of the park's history (increase the number of Web site users and the attendance for activities offer by NBC).

Planning Highlights:

In order to achieve the expected result, the NBC will take the following steps:

- Provide quality public services (cross-country ski trails, sports and sanitary facilities) and educational services (exhibits and interpretive activities);
- Highlight the 200th anniversary of the end of construction of the Martello Towers (the only ones in the Province of Quebec) in 1812;
- Finish the Blockhouse development and develop the Dumont Mill archaeological site (Des Braves Park);
- Publish an information leaflet on the Martello Towers and the Blockhouse.

Program Activity Description: Internal Services

Internal Services support the achievement of the NBC's strategic outcome and program activities in keeping with the NBC's mandate and vision within the budget allocated and in accordance with government policies.

Internal Services are groups of related activities and resources that are administered to support the needs of the program activities and other obligations the NBC is subject to. These services are indispensable for the sound and responsible management of the NBC's program activities. These groups consist of administrative services, financial services, communications services, legal services, management and oversight services, information technology services, information management services, real property services, materiel services, acquisition services and payments in lieu of property taxes.

Financial Resources ($ thousands)

2012-13	2013-14	2014-15
5,881	5,881	5,881

Human Resources (Full-time Equivalent – FTE)

2012-13	2013-14	2014-15
20	20	20

Planning Highlights:

To achieve the expected result, the NBC will take the following steps:

- Carefully manage budgets (in particular basic controls and the preparation of a procedures manual);
- Reorganize following certain departures;
- Review the Park use policy;
- Manage human resources by implementing a new collective agreement and by preparing a succession plan;
- Actively promote the services offered to the public and new initiatives;
- Implement an artefact conservation and promotion action plan.

SECTION III: Supplementary Information

Financial Highlights

The data presented in the following report provide a general and future-oriented overview of the NBC's position and financial operations. These data are presented on an accrual basis in order to strengthen accountability and improve transparency and financial management.

All **Future-Oriented Financial Statements** may be viewed by clicking on that title on the following Internet page: http://www.ccbn-nbc.gc.ca/_en/rapports.php?section=8

Future-Oriented Financial Statements (Summary)

($ thousands)

Condensed Statement of Operations For the Year (ended March 31)	**% Change**	**Future-Oriented 2012-13**	**Future-Oriented 2011-12**
Expenses			
Total Expenses	-2.5	10,148	10,404
Revenue (including the surplus of expenditure of trust on the income)*			
Total Revenue	-3.7	1,778	1,846
Net Cost of Operations	-2.2	8,370	8,558

($ thousands)

Condensed Statement of Financial Position For the Year (ended March 31)	**% Change**	**Future-Oriented 2012-13**	**Future-Oriented 2011-12**
Assets			
Total Assets	-3.2	13,551	13,993
Liabilities			
Total Liabilities	-4.5	1,070	1,120
Equity of Canada	-3	12,481	12,873
Total	-3.2	13,551	13,993

*The NBC has had a trust fund since 1984 for receiving donations from individuals, municipal corporations, and provincial and other governments. The fund is managed according to the provisions of section 9.1 of the *National Battlefields Commission at Québec Act.*

Supplementary Information Tables

The tables below are presented on the Treasury Board Secretary Web site:

- Greening Government Operations
- Source of Respendable Revenue
- Upcoming Internal Audits

http://www.tbs-sct.gc.ca/rpp/2011-2012/index-eng.asp.

SECTION IV: Other Items of Interest

Listing of Statutes and Regulations:

Act respecting the National Battlefields at Québec	1908, 7-8 Edward VII, c. 57 and amendments http://laws.justice.gc.ca/eng/acts/N-3.4/FullText.html
By-law Amending the National Battlefields Park By-law	SOR/2002-186, 9 May 2002 http://laws.justice.gc.ca/eng/regulations/SOR-91-519/page-1.html

Web Site:
Internet Address: www.ccbn-nbc.gc.ca

Resource persons:
André Beaudet, Commission Secretary
e-mail: andre.beaudet@ccbn-nbc.gc.ca
Louise Germain, Assistant Secretary
e-mail: louise.germain@ccbn-nbc.gc.ca
Anne Chouinard, Executive Assistant
e-mail: anne.chouinard@ccbn-nbc.gc.ca
Paule Veilleux, Financial Services Agent
e-mail: paule.veilleux@ccbn-nbc.gc.ca

The National Battlefields Commission
390 de Bernières Avenue
Québec, Quebec G1R 2L7

Telephone: 418-648-3506
Facsimile: 418-648-3638